

CBT Chapters

- ✓ Position Description Questionnaire
- ✓ Filling Vacancies
- ✓ Creating a Job Advertisement
- Final Exam

Effective Hiring

Effective hiring is not just performing one task; it's the sum of many important activities. As a supervisor, your contributions are vital to this worthy cycle of attracting, acquiring, and advancing the most skilled employees.

The first step in the hiring process is to review the Position Description Questionnaire (PDQ). It may be necessary to update the PDQ, if the description is not accurate. It's recommended this be accomplished before seeking approval to fill the position.

Note: For an existing position, you can obtain a copy of the official PDQ from your agency's Human Resources office.



**FILLING
VACANCIES**

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PDQ Contents

The PDQ form contains the following information:

- Position number and classification; agency and supervisor information; whether the PDQ was written to establish, reclassify, or change the position; and details pertaining to the employee's supervisory or managerial responsibilities
- Justification for the PDQ and summary statement explaining the purpose of the position
- Major job responsibilities and the percentage of time for each
- Decision-making authority and the required knowledge, skills, and abilities (KSAs)
- Licenses/certifications required by law and preferred qualifications of an ideal candidate
- All physical, mental, and environmental demands of the position's essential job functions



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Importance of the PDQ

The PDQ sets the baseline for the following personnel actions/processes related to filling vacancies:

- **Recruitment** - PDQs should be updated at least every five years. Recruitment may be delayed if the PDQ for the position is not up-to-date. If the duties of a position have changed substantially, the PDQ should be submitted for review before recruitment is conducted.
- **Advertising** - The PDQ can be a good source of information for writing a job description when posting a position.
- **Qualifying Applicants** - The required knowledge, skills, and abilities (KSAs) and preferred qualifications are used to determine which applicants are referred to the hiring manager.



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Importance of the PDQ (continued)

- **Essential Functions** - The PDQ outlines essential functions of the position and is used when responding to a reasonable accommodation request. These are also used in post offer physicals, when an injured employee is returning to work, and for other employment decisions.
- **Interviews** - During the interview process, the PDQ may be used as the basis for informing candidates about the position, describing the essential functions of the position, and/or developing interview questions.



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Importance of the PDQ (continued)

The PDQ also sets the baseline for other personnel actions/processes, such as

- **Classification** - The PDQ is used to determine the classification of a particular position (pay grade, exemption from Personnel Rules, etc.)
- **Fair Labor Standards Act (FLSA) Designation** - The overtime compensation eligibility of a position is based on information in the PDQ.
- **Performance Evaluations** - Well-written major responsibility statements may provide a sound basis for setting performance standards.



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Updating the PDQ

As you just learned, the PDQ describes the responsibilities of the position and the knowledge, skills and abilities needed to perform the job. If it's determined that the PDQ should be updated, a blank PDQ form is available for download on the ADOA Human Resources website HR Professional Portal under "Classification and Compensation." Prior to updating the PDQ, contact your Human Resources office for any agency-specific requirements.

[Click here to view the PDQ form.](#)

Once it's determined that the PDQ accurately describes the position, it should be used to begin the hiring process.



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Chapter Summary: Position Description Questionnaire

In this chapter, you learned about the PDQ. The next chapter discusses Filling Vacancies.

If questions arise as you go through this material, please take time to write them down and discuss them with your supervisor.

Click the next arrow to continue the course.



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Permission to Fill Vacancies

So, if we want to hire somebody, where do we get approval?



Supervisors must obtain approval within their agency to fill a vacant position. In special circumstances, such as a hiring freeze, other requirements may be in place. You should check with your agency's Human Resources office to determine the appropriate procedures.

Click next to learn about different types of recruitment.

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Types of Recruitment

In nearly all cases, in order to fill an approved covered or uncovered vacancy, the agency must post the job opening to the State's centralized job board (www.azstatejobs.gov). An agency head can authorize an exception to the job posting requirement for a position in an individual case and there are a few other statutorily defined exceptions.

Check with your Human Resources office if you have questions about the posting requirements for a position you are filling.



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Types of Recruitment (continued)

Jobs can be posted as **Internal** or **External** recruitments.

Internal recruitments are often promotional opportunities. At the agency's discretion, internal recruitments can be opened to

- Employees currently employed by the agency posting the job, OR
- State employees currently employed in any State Personnel System agency

External Recruitments are open to the general public.

Most positions can be filled through posting to the State's Centralized Job Board (www.azstatejobs.gov), but some require more extensive recruitment efforts. If this is the case, consult with your Human Resources office for other websites, commercial job boards, publications and networking options that can help expand your candidate pool. You will learn more about this when we discuss Advertising Sources.

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Chapter Summary: Filling Vacancies

In this chapter, you learned about different kinds of recruitment. Next, let's learn about advertising for a new position.

Remember to jot down questions as you progress through this course. Later you can follow up with your supervisor or Human Resources office.

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Creating a Job Advertisement

Your agency's Human Resources office is responsible for advertising vacant positions. However, you may also be involved in this process. A good job advertisement describes the position's day-to-day responsibilities and the characteristics required of the successful candidate. Much of this information is found in the PDQ documentation. A well written job advertisement should also motivate a qualified individual to apply for the job.

Core components of a job advertisement include the job requirements, tasks, skills, knowledge, and abilities. You will also want to be sure to include a statement that the State of Arizona is an equal opportunity employer. Many ads stop there. However, good ads inspire the right people to throw their hats into the ring.

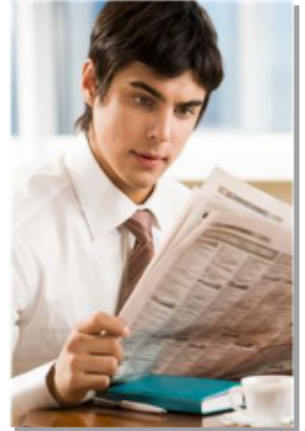


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Advertisement Title

The ability of an advertisement to distinguish the position you are recruiting to fill from other similar positions depends upon creative advertisement. Candidates scan job ads like you scan resumes, so give them a reason to be interested!



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Create Excitement

The following are the top five things job seekers look for in a job advertisement:

5. **Your requirements** or "must have" skills
4. **Agency profile** - Wow Factor! (What makes this organization and job exciting and unique?)
3. **Work environment** (What's it like working there? Is it a flexible work environment?)
2. **Location** (Is it downtown, rural office, fieldwork?)
1. **\$alary and Benefits**

It's important to grab the job seeker's attention. Briefly tell your story and make it enticing. Give just enough detail to make it clear what the candidate will be doing. Answer this question... "What makes this position and State employment so special?"



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Advertising Sources

You have a message. You know who should hear it. At a minimum, your Human Resources office will post open positions on www.azstatejobs.gov, the State of Arizona job/career site. However, there are other communication channels that can help you find the best candidate.

The Internet permanently changed the landscape of job advertising. Now organizations can reach millions and at the same time target a very specific audience through popular job boards such as Monster, Jobing, and CareerBuilder. There is usually a fee associated with posting a job on these sites, but the State may have negotiated rates.

College recruiting is another familiar source for agencies and businesses seeking both new and advanced graduates. In addition, your agency may network with professional associations, clubs, and gatherings in your field.



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Advertising Sources (continued)

The world of recruiting and advertising has changed. More and more, the online focus rests on social networking sites and smaller, specialized job boards. These specialized boards are typically related to a specific career or industry.

Networking is all about reaching a wide audience and getting them to know you, or in this case, your vacant position. The hiring team may use LinkedIn, a popular professional networking site, to actively search for candidates, post jobs, and make contact with interested and qualified candidates.

Military websites and veterans' associations are also a good way to reach individuals with great skills and work ethics.

And don't forget the State's Department of Economic Security Employment Service offers free job postings in the State unemployment offices.

Note: Check with your agency's Human Resources office about whether your agency uses social networking to recruit.

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Traditional versus Non-Traditional Methods

Even though advertising in the media still remains a powerful source for attracting candidates, oftentimes the most suitable, qualified, and talented candidates aren't even looking. There are ways to cast a much broader net to attract the most suitable candidates. Some non-traditional hiring methods include



- **Word of Mouth** - Ensure your employees are aware of vacancies in the agency and encourage them to tell others who they believe would be ideal candidates for the job.
- **Counteroffers** - When your most qualified or experienced employees resign, consider counteroffers in order to keep them. Contact your agency's Human Resources office for information before making a counteroffer.
- **Staying Connected** - If they do leave, it's good practice to keep communication lines open in case they ever wish to return. Not only will you benefit from regaining the employee, it will also reduce the amount of time you spend training a new employee.

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Chapter Summary:
Creating a Job Advertisement

In this chapter, you learned what makes a good job advertisement and advertising sources.

The next section of this course is the final exam.

Click the next arrow to continue the course.



Final Exam

Assess
Your

Knowledge

This final examination is made up of 10 questions. You will need a minimum score of 70%, or 7 correct answers, to successfully pass this examination.

Click the Next button to proceed to the final examination.

